COURSE DESCRIPTION:
To familiarize students with the concepts and uses of accounting data for managerial planning, control and decision-making. This course emphasizes the collection and analysis of cost data for achieving firm objectives. It focuses on the development of product cost information that will be useful for profit maximization in managerial decisions in the realm of price setting, determination of product mix, and in cost minimization actions.

LEARNING OBJECTIVES:
Upon completion of this course, you should be able to:
- Evaluate product costs using a variety of managerial accounting concepts including: Absorption & Variable Costing; Activity Based Costing/Management; Process Costing; Joint Costs and Treatment of By-Product Costs
- Understand and know how to prepare an organization’s Master Budget
- Evaluate differences in actual costs vs. budgeted costs through Variance Analysis
- Evaluate organization profitability through different volume and cost scenarios using Cost-Volume-Profit analysis
- Understand various methods of performance evaluation including financial and non-financial measures

To achieve these learning objectives, a combination of background reading, interactive discussion / lecture and practice problems will be utilized. Please note, the most important word in the sentence above is “interactive.” The reason is that research on learning indicates it is very difficult to gain anything more than a superficial understanding of material without practice and feedback. Therefore, you should expect our class sessions to incorporate a substantial amount of both.
To demonstrate your achievement of the learning objectives above, you will be required to demonstrate your knowledge by individually working problems during quizzes and exams, as well as, working with classmates to solve various assigned class time exercises.

REQUIRED MATERIALS:

You can find the book at the USC Bookstore but there are other (and MUCH cheaper) options including used, loose leaf, eBook or rental versions found online such as here:


COURSE PREREQUISITES:
The prerequisite for this course is ACCT 370.

COURSE NOTES:

Exams
Exams may include: multiple-choice questions, short answer / brief essay questions, exercises, and problems. Preparing for exams involves dedication and ends only when you can: 1) identify the relevant issues in a given business situation; 2) analyze the data and transform it into information to be used in a comprehensive answer; and 3) explain what you did using techniques demonstrated in class. The best bet for success involves a number of steps. First, is making sure you do the advanced preparation for each class session. Second is reworking problems done in class and trying other additional problems. Third is making sure you ask questions in a real-time manner to solidify your understanding of the material as we go, rather than trying to ‘get it’ right before an exam. Remember, on exams you will be required to perform all work (e.g., problem setup, solution generation, and answer presentation) on your own.

During the semester, each exam will be returned no more than one week after it has been given. After each test is returned there is a one class session reflection period and then you will have one week to discuss your grade. After this time, grades on tests become final. All other grades are final once given.

The Leventhal School of Accounting policy states that exams should not be missed unless there is a very serious emergency AND it can be properly documented. Also, to the extent
possible, you must inform the instructor of the emergency prior to the exam (it is understood this is not always possible). If you miss an exam for something other than a serious emergency and/or you cannot provide documentation, you will receive a zero grade for the exam. If there is a serious emergency, you can provide proper documentation and (when possible) have notified me before the exam, a substitute grade will be calculated based on the normalized average of your remaining future exams. There will be no make-up exams.

The final exam must be taken at the scheduled time unless an incomplete contract has previously been approved per Leventhal School of Accounting guidelines.

**Quizzes**
There will be two (2) quizzes during the course. They will be given one ‘class week’ before each exam. Quizzes may include multiple-choice questions, exercises and problems. Preparing for quizzes is facilitated by keeping up with the work in class, reworking problems we have done in class, and trying other problems. No make-up quizzes will be given as there are two opportunities to earn a quiz score.

**In-class Exercises**
At various points during the semester, unannounced exercises will be introduced to provide students with examples of kind of material they should expect to see on exams. These exercises can be completed by ad hoc groups, of five (5) members or less, using any course materials present (i.e., open book/open notes). Points are earned by students completing the exercise based on the proper application of the techniques covered during class discussion. No make-ups or alternative assignments will be accepted.

**Project**
A group project will be introduced in the second half of the course. This project will require your team to develop a master budget of a company based on a set of assumptions. The final documentation including master budget and financial statements will be due at the beginning of the final exam.

**Final Course Grades**
Final letter grades will be assigned based on a curve giving an average GPA of approximately 3.30. The average will be consistent with the grading policies of the Leventhal School of Accounting.

**GRADING POLICIES:**
Grades will be based on the following:

- 40% Mid-Term Examination
- 40% Final Examination
- 10% 2 Quizzes (Each quiz is worth 5%)
- 5% Class Exercises & Participation
- 5% Group Project
The Leventhal School of Accounting adheres strictly to the grading standards of the University and the School of Business Administration. Additionally, the Leventhal School of Accounting has supplemented those standards with certain others. For students' convenience, and to prevent misunderstanding, these additional standards are summarized below.

**GRADING STANDARDS**

The following grades are used: A - excellent; B - good; C - fair; D - minimum passing; F - failure. The grade of F is awarded for failing work at the end of the semester. The assignment of minuses and pluses when earned is required.

The grade of W (Withdraw) is assigned if the student officially withdraws after the third week but before the end of the twelfth week of the semester. No withdrawals will be permitted after the end of the twelfth week except by student petition to the University's Committee on Academic Policies and Procedures.

Students may elect to audit courses during the first three weeks of the semester. A course taken for audit (V) will be assessed at the current tuition rate. A course taken for audit (V) will not receive credit and will not appear on the USC transcript or grade report. Under no circumstances will the University allow a change in the registration status of a course from letter grade or credit to audit (V) or vice versa after the third week of a given semester.

**G.P.A. PREREQUISITES FOR UNDERGRADUATE ACCOUNTING COURSES**

The grade point average prerequisites for any undergraduate student enrolled in any accounting course is a minimum 2.5 GPA for all completed accounting courses. In computing grade point average prerequisites, BUAD 250ab, 280, 281, 305 and 302T are considered accounting courses.

Grades in accounting courses taken at other institutions will not be included in the computation of the cumulative accounting grade point average.

When a student’s cumulative accounting grade point average falls below 2.5, the student is placed on probation. If a student on probation does not regain a minimum accounting cumulative GPA of 2.5 after completing the next 12 semester hours in all courses (including accounting courses) attempted within the University, that student will not be permitted to continue as an accounting major in the Leventhal School of Accounting. Exceptions to this policy may be granted only in unusual circumstances by the Academic Standards Committee of the Leventhal School of Accounting. Decisions of the Academic Standards Committee are final.

To be removed from probationary status, a student may elect either to take another accounting course or courses for which prerequisites are met or to repeat an accounting course or courses to earn a higher grade. Regardless of the course of action taken, all
courses completed will be counted in computing the cumulative accounting grade point average.

The grade of "W" in an accounting course taken while a student is on probation will not extend probation. The probation period ends at the end of that semester during which the student completes a cumulative total of 12 semester hours of courses in any subject(s) at the university. Under no conditions will the student be permitted more than two successive semesters, including the summer semester, to complete the 12 semester hours of courses.

Students must attain a minimum 2.5 cumulative accounting grade point average to graduate with a Bachelor of Science in Accounting degree.

See the USC Catalogue for further restrictions on including grades in repeated classes in the overall grade point average computation.

ADDITIONAL INFORMATION:
Retention of Graded Material:
Exams will be retained for one semester subsequent to the one in which you take the course. All other assignments including class exercise assignments will be handed back in class. It is your responsibility to either collect your graded assignments or to make arrangements to pick them up. Any such assignments not picked up will be retained until the end of the semester. These assignments will be discarded one week after beginning of the next semester.

Academic Integrity and Conduct – Leventhal School of Accounting Honor Code
Students enrolled in any class offered by the Leventhal School of Accounting are expected to uphold and adhere to the standards of academic integrity established by the Leventhal School of Accounting Student Honor Code. Students are responsible for obtaining, reading, and understanding the Honor Code System handbook. Students who are found to have violated the Code will be subject to disciplinary action as described in the handbook. For more specific information, please refer to the Student Honor Code System handbook, available in class or from the receptionist in ACC 101.

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the Office of Equity and Diversity http://equity.usc.edu/ or to the Department of Public Safety http://capsnet.usc.edu/department/department-public-safety/online-forms/contact-us. This is important for the safety of the whole USC community. Another member of the university community – such as a friend, classmate, advisor, or faculty member – can help initiate the report or can initiate the report on behalf of another person. Relationship and Sexual Violence Prevention and Services (RSVP) https://engemannshc.usc.edu/rsvp/ provides 24/7 confidential support, and the sexual assault resource center webpage https://sarc.usc.edu/reporting-options/ describes reporting options and other resources.
Support Systems
Students whose primary language is not English should check with the American Language Institute [http://dornsife.usc.edu/ali](http://dornsife.usc.edu/ali), which sponsors courses and workshops specifically for international students.

If an officially declared emergency makes travel to campus infeasible, USC Emergency Information ([http://emergency.usc.edu/](http://emergency.usc.edu/)) will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology. USC's Blackboard learning management system and support information is available at [blackboard.usc.edu](http://blackboard.usc.edu).

For additional information, you may use any of the following:

**USC Emergency – (213) 740-4321**
**USC Emergency Information – (213) 740-9233**
**USC Information – (213) 740-2311**
**KUSC Radio – 91.5 FM**

The Office of Disability Services and Programs ([www.usc.edu/disability](http://www.usc.edu/disability)) provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. Email: ability@usc.edu.

**NOTE: ALL DSP LETTERS MUST BE SUBMITTED TO THE PROFESSOR WITHIN THE FIRST THREE CLASS SESSIONS. THEY MAY BE SUBMITTED IN HARD OR SOFT COPY.**

Technology Policy
Laptop and Internet usage is not permitted during academic or professional sessions unless otherwise stated by the professor. Use of other personal communication devices, such as cell phones, is considered unprofessional and is not permitted during academic or professional sessions. Upon request, all electronic devices in your possession (e.g., cell / smart phones, tablets, laptops, etc.) must be completely turned off and / or put face down on the desk in front of you. In addition, at certain times (i.e., during exams), you might also be asked to deposit your devices in a designated area in the classroom.

Recordings
No student may record any lecture, class discussion or meeting with the professor without the professor's prior express written permission. The word “record” or the act of recording includes, but is not limited to, any and all means by which sound or visual images can be stored, duplicated or retransmitted whether by an electro-mechanical, analog, digital, wire, electronic or other device or any other means of signal encoding. The professor reserves all rights, including copyright, to lectures, course syllabi and related materials, including summaries, PowerPoints, prior exams, answer keys, and all supplementary course materials available to the students enrolled in this class whether posted on Blackboard or
otherwise. They may not be reproduced, distributed, copied, or disseminated in any media or in any form, including but not limited to all course note-sharing websites. Exceptions are made for students who have made prior arrangements with DSP and the professor.

**OTHER ACADEMIC STANDARDS**

1. The ability of students to write clearly and concisely is a necessary prerequisite to success in accounting work. Accordingly, students will be required to demonstrate writing capability in all accounting courses. This may be accomplished primarily through the inclusion of essay-type questions on course examinations.

2. No unregistered students are permitted to attend accounting classes regularly.

**Important Dates for Spring 2017**

- First Day of Classes for Second Half Courses: Monday, March 6th
- Last Day to Add or Drop Second Half Courses without a “W”: Monday, March 20th
- Last Day to Change from P/NP to Letter Grade: Tuesday, March 28th
- Last Day to Drop Courses with a "W": Monday, April 17th

**STUDENT LEARNING OBJECTIVES**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Technical Knowledge</th>
<th>Research, Analysis and Critical Thinking</th>
<th>Ethical Decision Making</th>
<th>Communication</th>
<th>Leadership, Collaboration and Professionalism</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td>Students will demonstrate technical proficiency in the accounting discipline, including the use of technical accounting knowledge to help solve problems and make decisions.</td>
<td>Students will demonstrate the ability to critically analyze, synthesize, and evaluate information for decision making in the local, regional and global business environment.</td>
<td>Students will demonstrate an understanding of ethics, ethical behavior and ethical decision making.</td>
<td>Students will demonstrate the ability to communicate ideas both orally and in writing in a clear, organized and persuasive manner.</td>
<td>Students will demonstrate leadership skills and the ability to work cooperatively and productively to accomplish established goals.</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>Heavy</td>
<td>Heavy</td>
<td>Light</td>
<td>Light</td>
<td>Medium</td>
</tr>
</tbody>
</table>


### ACCT 372 Spring 2017

**SCHEDULE**

<table>
<thead>
<tr>
<th>DAY</th>
<th>DATE</th>
<th>TOPIC</th>
<th>ADVANCE READING (Kinney, Raiborn, 9th Edition)</th>
<th>CLASS PREP EXERCISES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>March 7&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Cost Management Systems, Cost Terminology, Product Cost</td>
<td>Chapter 2</td>
<td>2-47</td>
</tr>
<tr>
<td>2.</td>
<td>March 9&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Absorption/Variable</td>
<td>Chapter 3</td>
<td>3-47; 3-48</td>
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<td></td>
<td></td>
<td><strong>Spring Break! - March 13&lt;sup&gt;th&lt;/sup&gt; through March 17&lt;sup&gt;th&lt;/sup&gt;</strong></td>
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<tr>
<td>3.</td>
<td>March 21&lt;sup&gt;st&lt;/sup&gt;</td>
<td>Activity Based Costing / Activity Based Management</td>
<td>Chapter 4</td>
<td>4-35; 4-36; 4-47</td>
</tr>
<tr>
<td>4.</td>
<td>March 23&lt;sup&gt;rd&lt;/sup&gt;</td>
<td>Activity Based Costing / Activity Based Management</td>
<td>Chapter 4</td>
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<tr>
<td>5.</td>
<td>March 28&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Process Costing</td>
<td>Chapter 6</td>
<td>6-27; 6-29</td>
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<tr>
<td>6.</td>
<td>March 30&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Process Costing &amp; <strong>Quiz #1</strong></td>
<td>Chapter 6</td>
<td>6-44; 6-45</td>
</tr>
<tr>
<td>7.</td>
<td>April 4&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Budgeting</td>
<td>Chapter 8</td>
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<td>8.</td>
<td><strong>April 6&lt;sup&gt;th&lt;/sup&gt;</strong></td>
<td>MIDTERM</td>
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<td>9.</td>
<td>April 11&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Variance Analysis</td>
<td>Chapter 7</td>
<td>7-34; 7-35; 7-36</td>
</tr>
<tr>
<td>10.</td>
<td>April 13&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Variance Analysis</td>
<td>Chapter 7</td>
<td>7-56; 7-65; 7-66</td>
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<tr>
<td>11.</td>
<td>April 18&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Cost – Volume – Profit</td>
<td>Chapter 9</td>
<td>9-23; 9-24; 9-37</td>
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<td>12.</td>
<td>April 20&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Joint Costs and By-Products</td>
<td>Chapter 11</td>
<td>11-43; 11-45; 11-54</td>
</tr>
<tr>
<td>13.</td>
<td>April 25&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Financial &amp; Non-Financial Performance Evaluation &amp; <strong>Quiz #2</strong></td>
<td>Chapter 14</td>
<td>14-44; 14-45; 14-47</td>
</tr>
<tr>
<td>14.</td>
<td>April 27&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Emerging Management Practices / Balanced Scorecard</td>
<td>Chapter 19</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td><strong>May 9&lt;sup&gt;th&lt;/sup&gt;</strong></td>
<td><strong>FINAL EXAM - 4:30PM – 6:30PM</strong></td>
<td></td>
</tr>
</tbody>
</table>